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12 July 1969

MEMORANDUM FOR: Mr. Bross

SUBJECT : Preliminary Comments on Froehlke Paper on Defense Intelligence

1. Since the Froehlke paper and the DCI's eventual reply thereto will undoubtedly be the subject of considerable NIPE staff discussion during the coming week, I will limit my present comments to a general evaluation. [redacted] and I have already begun to work together to develop 25X1 coordinated views on the implications of this paper for NIRB and TOD.

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2. Overall, I think this is an excellent paper and a tribute to Mr. Froehlke's ability, since we understand that he had the major hand in preparing the final draft. While some may react by "viewing with alarm", I submit that this paper is a major positive contribution to improved intelligence management. Further, I believe that the DCI can find herein opportunities to obtain greater information on the Defense intelligence community than he has ever had heretofore, and that the DCI and his representatives can have important and useful roles in the general coordination of Defense intelligence.

3. There are some risks for the DCI, and the danger of the DCI and CIA being overwhelmed by the size and complexity of Defense intelligence will be cited. I believe that the greater risk for the DCI will lie in not taking an aggressively active part in helping Mr. Froehlke and his staff to structure the new world of Defense intelligence. I think that if we do take such an active part we will find plenty to do -- because the Froehlke staff will not be able to accomplish rapidly changes of the magnitude implicit herein -- and by our taking initiatives we may be able to put in place or reenforce a number of DCI-oriented mechanisms, including possible revised versions of NIRB and TOD, which the Froehlke staff will find useful and will build upon for their own purposes. On the other hand, our failure to act could result in the Froehlke people building their own independent versions of these mechanisms. As we have learned, there is not room for two different resource management systems, and the community resource picture must be developed from Defense data -- which in turn must be structured in a manner meaningful to the community.

4. The areas which all of us will be reexamining during the next few days in order to develop a total response on the Froehlke paper include the following:

(a) In re the coordination of community resources along with DoD resources. This involves NIRB, TOD, program reviews, issue analysis, etc. It includes the entire NIPE range of interests.

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(b) In re the roles of USIB and NIRB as respects the substance of intelligence and intelligence requirements.

(c) In re the management of the CIA. The two major considerations here seem to be:

(1) The status of the inter-agency agreement between CIA and the McLucas people.

(2) The need, in a PPB sense, to see to it that the CIA procedures are reasonably compatible with the revisions that DoD may make in the Consolidated Defense Intelligence Plan (CDIP), in order that issue analyses and resource planning can be accomplished on a community basis.

(d) In re the DCI's statutory responsibility for the protection of intelligence sources and methods. This may be impacted upon by Mr. Froehlke's 4th Objective, i.e., to reappraise security policies and eliminate unnecessary classification and over-compartmentalization.

(e) In re the desirability of the DCI's participation in any ad hoc study group to evaluate the intelligence organizational relationships, roles and missions in DoD, which is Mr. Froehlke's 3rd Objective. It would seem at least debatable as to whether this technical and sensitive subject should be left to the Defense Blue Ribbon Panel, which Mr. Froehlke's study (p.9) describes as a likely candidate.

5. The foregoing individual areas all deserve careful detailed attention in composing a DCI response to the Froehlke paper. I believe, however, that the general character of the DCI's response should be one of immediate warm support both in words and in action. I think this will be an act of enlightened self-interest.

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A/D/DCI/NIPE

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